

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2015 / 2016

### BRS2014 – RECRUITMENT AND SELECTION

(All sections / Groups)

17<sup>th</sup> OCTOBER 2015  
2.30 p.m. – 4.30 p.m.  
(2 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **THREE (3)** pages with **FIVE (5)** Questions only.
2. Attempt **FOUR (4)** out of **FIVE (5)** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**Each question carries 25 marks.**

**Choose FOUR (4) questions only.**

**QUESTION 1**

- (a) Effective staffing is the cornerstone of successful human resource management.

Explain the pros of strategic staffing as compared to traditional staffing?

(10 marks)

- (b) 3M pursues a differentiation strategy to gain competitive advantage based on product innovation. It attempts to develop a product or service that has unique characteristics valued by customers and able to charge premium price.

Identify and explain how a differentiation strategy would impact on the recruitment and selection strategy and goals of 3M ?

(15 marks)

**(Total: 25 marks)**

**QUESTION 2**

- (a) Your organization is expecting a temporary slowdown in business due to the exchange rate fluctuations.

Discuss **THREE (3)** different ways in which the organization can deal with temporary employee surpluses.

(15 marks)

- (b) Explain how job analysis provides information useful in recruitment and selection, compensation, and performance appraisal.

(10 marks)

**(Total: 25 marks)**

**Continue...**

**QUESTION 3**

Genesis Corporation has tried to fill the post of a senior project engineer for a while but has been unable to find a suitable candidate.

- (a) Describe **THREE (3)** external recruiting sources that you think would be most effective for filling the senior project engineer position and why.  
(10 marks)
- (b) Based on your answer in (a) justify your choice based on the speed and cost for each of the sources identified.  
(10 marks)
- (c) Briefly describe **TWO (2)** desirable recruiter characteristics.  
(5 marks)

**(Total: 25 marks)**

**QUESTION 4**

Munchy Food Co. is a food manufacturing company with 300 employees. The HR manager has been asked to oversee selection of a marketing manager. Primary responsibilities of the position are

- i. to analyze potential marketing opportunities and threats;
- ii. to establish marketing goals for building market share in Malaysia;
- iii. to design, implement, and control marketing programs.

Job specifications include an MBA or Masters in Marketing degree, 5 years of experience in a similar position, good knowledge of the regional market, excellent strategic thinking and analytical abilities, and strong communication skills. An e-recruitment campaign netted 100 resumes from many different nationalities.

- (a) Describe **THREE (3)** evaluative assessment methods you would use in external staffing decisions.  
(15 marks)
- (b) After extensive testing and selection, the job offer was made to a finalist. Unfortunately, the candidate rejected the offer. What would you do as Human Resource Manager for the company?  
(10 marks)

**(Total: 25 marks)**

**Continue...**

**QUESTION 5**

- (a) Artak Design, a leading edge manufacturer of office furniture had experienced a turnover of nearly 200 per cent in the last two years.

Suggest **THREE (3)** retention strategies Artak can implement to ensure employee retention. Explain your answer.

(15 marks)

- (b) What is the difference between direct and indirect staffing costs? Provide **ONE (1)** example of each.

(10 marks)

**(Total: 25 marks)**

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